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May 14, 1969

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## MEMORANDUM FOR THE SECRETARY OF DEFENSE

FROM: Henry A. Kissinger

SUBJECT: NSC Procedures

I regret that I must agree completely with your memorandum on the late arrival of papers for NSC and Review Group consideration and on the effect of sudden and repeated changes in NSC schedules. I have been distressed by these very things and am determined to correct them insofar as I can.

If the NSC is to be responsive to the President's needs, a certain flexibility in scheduling is inevitable, of course. However, if the agencies receive the papers in time for an adequate review, they will be better able to cope with the schedule changes when they are necessary.

You may have noted that we are stretching out the schedule to allow more time between all phases of the NSC operation -- receipt of the paper, Review Group consideration and the Council session itself. Our success, of course, depends on strict observance of the due dates for the papers on which the meeting schedules are pegged.

I appreciate very much the spirit in which you have voiced your concern. I and my staff will do everything in our power to solve these problems and we welcome your understanding and support.